Bay Area Stormwater Management Agencies Association

Five-Year Regional Strategic Outreach Plan: Litter

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Prepared by S. Groner Associates, Inc. (SGA)
ehooper@sga-inc.net
www.sga-inc.net
(P) 562-597-0205
(F) 562-597-0231

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Dear BASMAA Committee & City Reps,

The following document is SGA's proposal for how to approach litter outreach and education in the Bay Area. While I would love for you to read the entire thing cover to cover, I understand that time constraints may leave you skimming some sections. With that in mind, I wanted to give you a short cheat sheet of what the following forty pages are really all about.

The Background.

As part of BASMAA's duty to comply with the Municipal Regional Stormwater Permit, they are required to conduct an advertising campaign specifically focused on one of the Bay Area's most troublesome pollutants – litter. The strategy in this plan is rooted in Community-Based Social Marketing (CBSM), and the tactics woven throughout use principles in social psychology that have been tested and proven to be effective in changing behavior. Most facets of this plan, from having the audience take a specific action, to commitments, to peer-to-peer messaging, to step-by-step changes, are taken from principles of persuasion and have been tailored by SGA specifically for litter and a youth audience.

The Issue.

Research has shown that litter is not a black and white issue. It is rare to find people who litter all the time or, conversely, those who never throw anything on the ground. So much of a person's propensity to litter is based on a mix of internal factors (e.g. age, concern for the environment, smoker vs. non-smoker) and external factors (e.g. if peers litter, the cleanliness of an area, proximity of the closest trash can). Because litter is such a multi-faceted issue, the plan does not assume that a traditional knowledge-based approach (i.e. "Littering is bad for the Bay") is going to do the trick with this audience. Most everyone knows that littering is bad, yet so many people are still doing it. The key to reaching the audience is going to be using an approach and message that resonates with them.

The Audience.

Because youth have displayed higher rates of littering behaviors, they have been singled out as the primary audience for this strategic plan. The key to reaching this audience is to leverage the power of social norms (i.e. "I want to do what my friends are doing"). The goal is to influence members of the youth audience to influence their peers so that messages are traveling top down (from BASMAA to the youth) as well as laterally (from the youth to their peers). In order to ensure that the outreach remains fresh and relevant, SGA recommends involving the youth themselves, as much as possible, in giving input about messaging and proposed outreach tactics so that the program is received as talking "with them," not "at them." Although this plan was written with youth in mind, the strategy is such that people of any age are welcome, and will likely be interested, in also joining the effort.

The Approach.

One of the central tenets of this plan is the importance of having the audience take an action. Action and involvement are the keys to changing behavior. Every facet of the plan, from the advertisements, to the Facebook page, to the viral sharing, is included with the goal of inciting action among the target population. Essentially, how can we make every opportunity a chance for the youth to get involved and invested in the program?

The goal is to have involvement build over time into more difficult and invested actions (i.e. from the relatively easy act of signing up for the program's Facebook page to the much more involved act of actually taking part in a clean-up). The strategic plan therefore does not assume that a person is simply going to see an ad and, just like that, stop littering forever! Studies have proven that people are more likely to take small steps at a time, rather than one big leap (wikipedia "foot-in-the-door technique" for some neat references), so BASMAA's goal should be to encourage the youth to start walking down a road toward ending their littering behaviors (*see Page 28*). This incremental approach will lead to long-lasting behavior change.

The Long, Long Term Vision.

How can we transform what started as an advertising campaign into a movement? Sure, we want youth to stop littering, but ultimately what we want is to keep stormwater clean in order to protect bay area waterways. That's what this plan does – it thinks of the pollutant at hand, litter, but doesn't lose sight of the larger goal. One of the suggestions in the plan is to create a database of the youth who get involved in the program (*see Page 27*). The purpose of the database is to build on their commitments, but also to provide a value-added opportunity to BASMAA. Let's say Susie Teenager gets involved in the program and she has since joined the Facebook page, participated in a local clean-up, recruited friends and is now looking to go and speak to elementary school kids about the importance of protecting waterways. Perhaps Susie Teenager will then grow up into Susie Home Owner, who thinks that installing rain barrels and permeable pavement is the way to go. Susie Teenager is now not just someone who abated her littering, but she also has added value to the overall BASMAA program by encouraging others to do the same and by protecting water quality in a more holistic sense. In the words of the great Confucius, "A journey of a thousand miles begins with a single step."

Thank you so much for the opportunity to work on this plan – we had a blast!
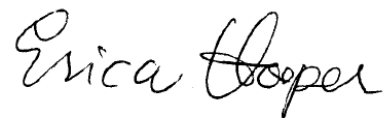
Sincerely,

Erica Hooper

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I. LITERATURE REVIEW

1. INTRODUCTION

This literature review is meant to inform the development of BASMAA's five-year strategic marketing campaign, addressing the littering behaviors of Bay Area youths aged 16-24. The following review will outline the barriers and motivators acting on the littering behavior of the target population through an examination of pertinent case studies. By uncovering these barriers and motivators, targeted outreach tactics and key messages can be developed, which overcome the barriers and elevate the motivators associated with appropriate waste-disposal behaviors in youths. The program will also gain valuable insight into the preferred methods of communication of litter-prevention message dissemination to this notoriously inaccessible population.

The importance of identifying an audience's barriers and motivators in encouraging certain types of behaviors is a central tenet of Community-Based Social Marketing (CBSM). This approach focuses on analyzing the perceived barriers and benefits associated with the target behavior that the assessor aims to promote. By developing a complete understanding of what would limit the target population in engaging in the desired behavior, the assessor can create mechanisms in the intervention that overcome or remove these perceived barriers (Alcalay and Bell 2001; Neiger, Thackery, Merril, Miner, Larsen and Chalkey 2001; Walsh, Rudd, Moeykens and Moloney 1993).

The following literature review will discuss an array of barriers and motivators that have been identified in previous studies. Many of the studies cited in this review analyzed littering prevention practices, tools and awareness programs. Others examined youth-marketing best practices, innovations and case studies. The results of these similar programs will provide an actionable context in developing a targeted, long-term marketing strategy across BASMAA's eight counties.

PART 1: LITTERING ACROSS ALL POPULATIONS | BARRIERS & MOTIVATORS

ACTIVATING SOCIAL NORMS: THE MASSES MAKE MESSES MESSIER

Across all age groups, the most powerful factor influencing littering behaviors is the influence of perceived social norms—what is perceived as the "right" thing to do, or conversely at times, "what everyone else is doing."

The Writing on the Walls: The Effects of Context on Behavior

Social norms may be identified by the individual through a variety of perceptive and cognitive mechanisms. One such mechanism is the perception of a social norm through the impact of human behavior on the environment in which individuals find themselves. To this end, Dutch researcher Kees Keizer and his team concluded that the very presence of disorderly environmental items, whether or not they are examples of outright littering, implies that others are engaging in disorderly behavior, thus augmenting the likelihood of others littering (Keizer 2008).

The Dutch research team conducted a series of experiments on which their hypothesis was tested: first, flyers were attached to bike handlebars in an alley with bike parking and a prominent "No Littering" sign. Thirty-three percent of bikers littered the alley

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with the flyers under these control conditions. However, when the alley was defaced with graffiti, 69% of bikers littered. In a similar experiment, flyers were placed under windshield wipers of cars in a parking lot. Thirty percent of owners proceeded to remove the flyers from their windshields and discard them on the ground, thereby littering. As in the case of the defaced alley, a full 58% of car owners littered the lot with flyers once a few disorderly carts were noticeably present in the lot. This work exemplifies the inter-connectivity between seemingly disparate behaviors, in this case, littering in the presence of graffiti or rogue carts. It seems that whether or not people see outright littering, if they perceive themselves to be in a place where disorderly environmental behavior is the norm, they are more likely to participate in this now normative littering behavior.

Mirroring the same underlying principles as the Keizer study, which found that people are more likely to litter in areas that are perceived to be in a more disorderly state, Beck's 2007 Keep America Beautiful Study found that in communities where recycling was readily available and integrated into the community as a whole, littering was decreased. From these findings, a potential causal synopsis of littering emerges: that littering is not an isolated activity; rather it is the by-product of individuals' perceptions of the general orderliness of their environment and social community. Thus, when an individual perceives their environment to be orderly, regularly participating in recycling, devoid of graffiti and other similar defacements, they are unlikely to litter. Alternatively, when an individual perceives their community to be disorderly, dirty and chaotic, they are much more likely to litter.

These findings suggest that anti-littering messaging should therefore feed into the perception of an orderly social norm. Depictions of disorderly norms, as true to reality as they may seem, could serve to be counter-productive because they reinforce a negative social norm. In other words, *telling people that they should not litter because littering is so rampant could actually encourage littering behaviors since it is being depicted as the norm.* Instead, messages should reinforce positive norms, by expressing that "*everyone else is keeping the community clean, and so should you*", whether or not that is truly the case.

The concept of aligning social norms with the desired behavior has been aggressively pursued through multiple youth-centered marketing campaigns in the recent past. Nowhere is this more apparent than in the popular energy drink Redbull's campaigns (Turner, 2008). Redbull identified its target audience as young adults seeking to gain an extra energy boost, presumably for late-night activities or any activity that required strenuous physical exertion: you're young, you've got something you have to do; you drink a Redbull. To accomplish this, Redbull set out first to find the communities that were already participating in this social norm. These areas were college campuses, bars, night clubs and spring-break locations. Strategically targeting these areas, Redbull sent out crews of 18-30-year-old spokespeople, who provided youths with complimentary Redbulls. By connecting their product through no cost with people already engaged in the appropriate social norm, Redbull effectively included the consumption of their energy drinks into the culture.

Redbull was able to continue the momentum created by these efforts through online outlets, where Redbull consumers were encouraged to "tell their stories." As a whole, this strategy of both reaching their target audience through face-to-face outreach and

maintaining the momentum created through online user participation proved to be an impactful means of aligning behavior with a social norm.

The Smoking Gun: Self-Reported Effects of Social Norms

The 2009 Keep Los Angeles Beautiful (KLAB) study by S. Groner Associates featured a survey of approximately 700 Los Angeles-area youth (16-24 years old) and aimed to identify the waste-disposal behaviors of this target population. Overall, the item that was found to be most likely to be littered was a cigarette butt. Upon further investigation into the issue of cigarette-butt litter, Lelde McCoy's "Case in Point" (2008) reviewed the demographics and greater analytics surrounding an Australian effort, entitled *No Butts About It*.

No Butts About It was jointly staged by several associations and municipalities, including the City of Melbourne, the Australian Hotels Association and the Department of Human Services to curb youth littering of cigarette butts specifically. Two major barriers to the appropriate disposal of cigarette butts were identified: (1) Smokers were already sensitive to being vilified, potentially because of an existing perceived social marginalization of smokers; thus any messaging which involved an active or passive negative connotation of smokers became counter-productive; and (2) Night clubs, bars, coffee clubs and their immediate surroundings did not provide adequate ashtrays for smokers.

As a potentially complicating qualifier to the former assertion that smokers are particularly sensitive to vilification, Renee J. Bator (2007) found that social disapproval is a strong motivator of individuals' decisions not to litter, particularly so when a visual cue in the environment is repeated in a public messaging campaign.

Bator's findings are echoed in the 2007 BASMAA Public Opinion Survey, where 92% of those surveyed who do not litter cite the belief that littering is morally and socially wrong as their primary reason not to litter (BASMAA 2007). Once again these findings are echoed in SGA's KLAB study which found that an individual's propensity to feel guilty about littering was the single most impactful variable working against littering. Between these studies, a picture emerges of a delicate audience, one which is at once sensitive to vilification and yet responsive to social disapproval and guilt.

It will be important for any program seeking to affect this group to be balanced in its interest to bring light to the social disapproval surrounding littering and yet refrain from outright blaming and vilification.

BEYOND SOCIAL NORMS: STRUCTURAL FACTORS AFFECTING LITTERING BEHAVIORS

The Problem of Forgetting: Passive v. Active Litter

Beyond social norms, there are a myriad of other factors affecting littering behaviors overall, and youth littering behaviors specifically. Even the most well-intentioned, environmentally conscious, negative norm-immune individual is victim to the occasional slipup. Oftentimes, these slipups can be characterized as "passive" littering, which is distinct from the "active" variety. Understanding this particular behavior is important in developing a communications campaign as the mechanisms to target each behavior are fundamentally different.

First, active littering is defined as the willful dispersal of waste into non-trash repositories; active littering tends to comprise what is thought of as "littering." Conversely, passive littering is characterized as unintended littering, resulting principally from situations where someone sets an item down nearby and simply forgets to dispose of it. In the study, *Differentiating Active and Passive Litter*, the authors found that passive littering was more difficult to curtail than active littering (Sibley & Liu 2003). Their subsequent explanations for this observation were three-pronged:

1. Passive littering may be less overt than active littering and thus less likely to entail negative social consequences;
2. Passive littering is a strategic form of covert littering that occurs through the omission of behavior; and
3. People are more likely to genuinely forget their litter at longer time delays.

So, although the individual may have internalized the anti-littering norm, he or she may simply forget to follow that behavior in the absence of a cue or a prompt to serve as a reminder. As a result, in addressing the problem of passive littering, a communications campaign would be best served by utilizing visual cues or prompts to help people remember to dispose of their trash. For example, utilizing a multi-sensory approach by adding signs or alarms near trash cans could provide the cues needed to involve passive litterers into more socially beneficial waste-disposal behaviors (Kort, McCalley & Midden 2008.)

Kort found that trashcans that included a verbal or sound cue to passers-by were 50% more effective in reducing littering than non-sounding trash cans. Through the multi-sensory outreach provided by a physical repository that sounds off towards passers-bys, littering is greatly reduced. Kort concludes that individuals who may have internalized an antilittering norm previously are welcomed into participation of the norm through this multi-sensory, attention-grabbing design.

Prevalence of Proper Repositories
Across a number of studies, an insufficient quantity of waste receptacles has been cited as a prominent barrier to antilittering behaviors. For instance, 65% of respondents in BASMAA's 2007 survey reported that the existence of additional trash cans or proper waste repositories would prevent littering. This finding is supported by a similar result in the 2008 Contra Costa Public Opinion Poll, which found that for a number of populations, including teens, an increased number of trash cans would result in littering reductions. SGA's Keep Los Angeles Beautiful study (2009) reached similar results, finding that the single highest situational barrier to proper waste disposal was the unavailability of waste receptacles.

The previously mentioned *No Butts About It* campaign, implemented in the city of Melbourne, actively incorporated the introduction of additional repositories near the target audience into their program. Central to the program was the use of so-called "Butt Champs" or young adults dressed in casual clothes, equipped with public transportation vouchers and ashtrays. Butt Champs would travel to locations where large groups of smokers in the under-30 age demographic were gathered, such as bars, night clubs and cafes. Once at the location, Butt Champs would offer smokers complimentary ashtrays and proceed to incentivize the use of said ashtrays through a further gift of public transportation vouchers.

TARGET GENERATION PROFILE

Meet Generation Y
Ask many people to describe a teenager and they will speak of short-sighted, rebellious, disengaged and altogether self-destructive adrenaline junkies. Nothing could be further from the truth when it comes to today's teenagers and young adults: Generation Y.

Goals Are Good: Comprising nearly 80 million people, Generation Y is second in gross size only to the Baby Boomers. As there are no precise dates for when the Millennial generation starts and ends, commentators have used birth dates ranging between 1977 and 1996. Also called the Millennial Generation, this group is the most educated generation in the history of the United States with more than 60% having attended at least some college (Papp 2007). This educational pedigree underlies a more pervasive factor in this generation: worldly ambition.

Unlike many past generations that sought to reject the material and cultural status quo, Generation Y generally grew up with respect for their parents, their parents' culture and the working world. They tended to have multiple childhood activities cultivated through organizations such as sports, arts, specialized academic interests and a slew of other activities, ranging from space camp to youth leader groups. This focus on teams and collaborative activities in childhood have produced teens who are collaborative team players, who think in groups and are optimistic about their place in the world (Frank N. Magid Associates 2009). As a whole, this busy childhood has created busy young adults—a group more eager to participate in much of the status quo than destroy it (Papp 2007).

No Alone Time: Generation Y is the first generation to grow up in a world of hyper-communication. Cell phones, Facebook, email…this is a generation that has never seen life without instantaneous communication available in multiple platforms. These factors have produced several traits in Gen Y: first and foremost, social communities have become larger, more inclusive and more impactful on their individual decisions (McCrindle 2003). While the Builder generation relied on authority and Baby Boomers on facts, Gen Y is most driven by the experience of their peers in making decisions. In some respects, this can be viewed as a defense mechanism against the glut of information facing this generation. In fact, by the age of 18, the average young person has viewed more than 500,000 ads; it follows then that they may not trust anything they see because they have already seen too much of it.

Understandably, Gen Y is uniquely focused on improving the social good. Oftentimes, they have already been active volunteers and are generally concerned with the scope of consequences to their actions as they relate to global phenomenon (Papp 2007). As a whole, this is a group characterized by activity, social consciousness, education, material comfort and constant communication.

This Is Your Brain. This Is Your Brain on Teenage Hormones
As savvy and sophisticated as the youth of the Y Generation tend to be, they are still teenagers, subject to the same hormonal highs and lows of the stereotypical teenage brain across the decades. It turns out that two of these classically "teenage"

characteristics—fearlessness and naïve idealism—are largely tied to the "under construction" status of the teenage brain.

Scientists have identified a specific region of the brain called the amygdala, which is responsible for instinctual, animal-like reactions including fear and aggressive behavior. This region develops early in life, while the area that controls reasoning and logic for our actions develops over time. The more "reasonable" part of the brain, the frontal cortex, is still changing and maturing as we enter full adulthood.

In fact, according to studies, the adolescent brain goes through a biological remodeling as critical to human development as that which takes place during the first two years of life (National Institute of Mental Health 2005). Because of this, teens have difficulty controlling their impulses, lack foresight and judgment, and are especially vulnerable to peer pressure. This helps to explain the extreme highs and lows of teenage behavior: idealistic and enthusiastic at one moment, cynical and aggressive the next.

It has also been shown that serotonin levels, which are low in teens, and fear are directly correlated (Psychiatric News 2002). As the parent of any teenager can tell you, scare tactics and "doom and gloom" appeals tend to be as effective with teens as sugar-coated brussel sprouts are in luring them into eating their vegetables. This may also explain why teens are more prone than adults to engage in risk-taking behaviors—with little fear of consequence.

Of course, these brain differences don't mean that young people can't make good decisions or tell the difference between right and wrong! It also doesn't mean that they shouldn't be held responsible for their actions. Yet an awareness of these differences can help to inform the development of campaign messages targeting a youth audience.

A teen's "nothing bad will ever happen to me" attitude can definitely be considered reckless, but it also speaks to a sort of optimism that adults—who have become more jaded by years of life—may not necessarily possess. Furthermore, if leveraged properly, this biological teen characteristic can be a powerful tool in activating widespread social change from an idealistic audience.

MECHANISMS, MEDIUMS & TACTICS FOR MESSAGE DISSEMINATION

Reaching Gen Y in the Age of "Instant"
Every generation has its own unique channels of communication. Likewise, Generation Y migrates towards certain communication mechanisms that are particularly prevalent within this subgroup. The common thread linking this group together is the elevated proclivity to engage in "instant," ultra-convenient, efficient forms of communication. This is a generation that grew up online, with a cell phone in hand. Traditional marketing techniques like television and newspapers are not going to resonate as strongly with this audience. With services like TiVo, internet video and file sharing, being constrained to watch a program at a scheduled time does not make sense to them (MobiADNews 2009).

These principles have become the covenant of modern youth marketing, instructing practitioners where their target audience is located and how to get there, as outlined below:

- *Get Digital:* A longitudinal study conducted by Edison Research compared the media platform behavior of youths aged 12-24 in the year 2000 with youths aged 12-24 in the year 2010 (Edison Research 2010). Across the board, the study found that internet use has nearly tripled within this population over the 10-year period, with the average youth spending approximately three hours online every day.

- *Social Networking:* The social community is firmly at the center of the teen internet experience (MobiADNews 2009). Nearly 75% of 12-24-year-olds actively use Facebook: 55% of 12-24 year olds have a Facebook account, which they log into on a daily basis, with an additional 19% reporting to have a Facebook account, which they log into on a frequent, but non-daily, basis. When it comes to receiving information, teens are more likely to trust the credibility of that message when it comes from their peers—even unknown peers—more than an expert (MobiADNews 2009).

- *Text Messaging:* According to a <u>Harris Interactive</u> study, second to clothing, teens say a mobile phone tells the most about a person's social status or popularity, outranking jewelry, watches and shoes. The study also found that mobile phones are fast becoming a social necessity among teens. In fact, 57% view their cell phones as the key to their social life (Tsirulnik 2009). From texting to talking and logging on to social networking sites, teens carry cell phones to have access to friends, family and current events. Even with these figures in mind, some may still find it surprising to learn that 81% of youths aged 12-24 own their own cell phone (Lenhart, Ling, Campbell, Purcell, 2010.) Of those teen cell phone users, 88% report text-messaging on a daily basis, with more than half of that percentage sending in excess of 50 text messages per day. Additionally, over 69% report texting an average of 55 minutes a day (Frank N. Magid Associates 2009).

- *Cell Phone Advertising:* With the astonishing number of youths who both own and actively use their own cell phones, many practitioners are turning to mobile marketing as their new campaign power house. This movement towards mobile marketing is further supported by the fact that 80% of teens have reported spending at least one hour each day surfing the Net via mobile devices (Knight 2008). Perhaps the primary factor contributing to mobile advertising's greater effectiveness when compared to online advertising comes down to the engagement people have with the device and the environment the ads are being served in. Additionally, the recent explosion in technical capabilities, low levels of clutter and the novelty of mobile advertising will likely contribute to increased message impact (Butcher 2010)

The common thread tying all of these mediums together is also the most fundamental trait of Generation Y: the importance of interaction. Today's teens are highly connected to their social networks, seek engagement, and actively build and contribute to their growing on- and off-line communities. This connection to and valuation of social networks can be leveraged into effective "viral vehicles" of communication through peer-to-peer messaging across a variety of the platforms described above. Not only are youths more likely to respond positively to outreach provided by other youths than to that which is provided by other parties, but the capacity for a "viral" campaign exists within a program which actively seeks out peer-to-peer tactics. Any viral campaign, or campaign which works primarily through internet and word-of-mouth distribution, is to

be considered especially desirable as it represents a tremendous return on investment regarding the scope of its reach (MobiADNews 2009).

The Paradox of Cool

Miles Davis, skateboarding, iPhones: these are the sorts of people, products and activities that conjure up the illusive concept of "cool." While it is a word whose meaning can be difficult to pin down, one thing is certain: cool is always changing. A major push in contemporary Generation Y marketing has been to abandon the notion of conventional "cool" product branding and move towards self-replicating, viral, "brand-hijacked" campaigns (Wipperfurth 2005).

Well-Laid Roots Yield Well-Grown Fruits: The concept of brand-hijacking presents the model for a long-term marketing campaign that is both cost-effective and self-perpetuating. Alex Wipperfurth broadly describes the hijacked brand in <u>Brand Hijack: Marketing Without Marketin</u>*g* as a brand which has embraced the true nature of the consumer-provider relationship; namely, the hijacked brand is the one that recognizes that any brand truly belongs to its consumers (2005). After all, it is the consumers who ultimately find use and pump revenue into the products which the brand represents.

Brand-hijacking takes more time to get going than conventional brand marketing, which seeks to inundate a market with a brand image and concept (Wipperfurth 2005). Brand-hijacking seeks to provide various outlets directly to consumers to provide them with the forum to become the major messaging vehicles. In many cases, these outlets are online in the form of social media outlets, websites, user forums and cell phone applications. Inversely to conventional brand marketing, which seeks to develop an initial spike in consumer interest, brand-hijacking seeks to steadily develop communities of passionate supporters who will ultimately drive the brand forward.

Leading sports apparel producer, Nike has successfully transitioned from a conventional brand to a hijacked brand over the past decade (Pankraz 2009). The crux of this transition has been in shifting the focus of the campaigns from awareness-raising tactics, such as television commercials, to internet and grassroots micro-campaigns aimed at engaging consumers. Nike provides online outlets for consumers to "tell their stories", and in the case of the "Why do you play" campaign, a user-generated effort combining sports with activism and incentivized through small cash prizes (Dilworth 2009).

The "Why do you play" campaign is part of Nike's push to build an online community in the youth demographic, in which youths can share their personal stories about how they have used sports to create some sort of social good. The campaign encourages these youths to be creative about telling their stories visually, by submitting videos or photos. For example, one user submitted a photo from a soccer clinic that she helped organized for impoverished, inner-city kids. Other users then view and rate the submission, increasing the viral, community-based framework of this engagement campaign (Dilworth 2009).

These shared stories have become the lifeblood of the hijacked Nike brand—a brand that is cultivated from the consumer rather than something meaningless that is thrust upon them. The Nike campaign effectively demonstrates the new face of Generation Y hijacked marketing, the new, ever-changing face of "cool". For this generation, cool marketing is derived organically from the consumer, resonates with them in a

meaningful way, and is constantly in flux. While it is slower moving in its infancy, once fully developed, a hijacked-brand is fueled by cost-effective online outlets such as social media and websites rather than more traditional, costly outlets like television ads.

The Fun Factor

Something that is fun to do immediately answers a profound question: the question of "why did you do it?"

"Because it was fun."

In many capacities, an activity which is considered to be fun becomes intrinsically valuable. As in the discussion of "cool," the definition of what exactly constitutes "fun" amounts to a moving target—what is fun to one person can be an exercise in the most excruciating pain to the next. However, one aspect of fun seems to be in play no matter what the subject seems to enjoy doing: interaction.

Whistle While You Work: Since 2009, the Volkswagen-funded "Fun Theory" campaign has been working under the following premise: "We believe that the easiest way to change people's behavior for the better is by making it fun to do" (The Fun Theory 2009). The Fun Theory has produced several case-studies, including the "World's Deepest Trash Bin." This case study involved equipping a trash can in a metropolitan park area with a motion-activated sensor which when activated, created a sound mimicking an item falling down a cavernous hole. Unwitting passers-by who proceeded to throw away their garbage as they would in any other trash can were of course surprised, and in many cases, delighted by this "World's Deepest Trash Bin." Not only were they delighted to have stumbled across this playful public repository, they were activated by it. Over the course of one day of use, the "World's Deepest Trash Bin" collected 72 kilograms of trash, compared with 31 kilograms of trash collected by an identical nearby bin that was not equipped with the motion sensors.

Comparatively, the public sector has been relatively slow to utilize the powerful, cost-efficient possibilities afforded by "fun" interactive campaigns. However a number of these groups have recently harnessed the power of fun to develop several highly successful, peer-to-peer marketing campaigns. For example, All Terrain. Net launched the user-generated "Dude we can fix it" campaign, supporting Al Gore's "We can solve it" climate organization, whose goal is to have America's electricity generated from non-fossil fuel sources within 10 years. The campaign runs on a series of sketch-comedy video spoofs of people trying to be green, but whose tactics are far from effective.

As observed by the "Fun Theory" and "Dude we can fix it" campaigns, re-framing a conventionally un-fun activity or idea in a fun way can produce measurable alterations in human behavior. By adding an element of play, lightness and interaction, a boring task can become something enjoyable, activating the adoption of the desired behavior within the target audience.

This fundamental element of interaction appeals to nearly every generation, but is perhaps most applicable to Generation Y. As mentioned earlier, Generation Y is comprised of a cadre of youths defined by their valuation of social connectivity and interaction. From participating in team sports, to engaging with their friends online—instantly and in real time—this generation has brought new meaning to the word

"interaction." With this observation in mind, it is no wonder why hijacked campaigns like Nike's "Why do you play" are so popular among youth: not only is it cool, but it's fun too.

Power to the People

It has been argued that behavior-change communication strategies that focus on "target" audiences and externally determined behavioral outcomes can violate the very principles that underlie work in the community: dignity, participation and choice. Rather, campaigns should seek to directly involve the target community in both the design and implementation of a program to not only increase their ownership over the campaign's outcome, but their commitment to the cause.

Given the focus that today's youth place on their involvement in brand development in addition to their interest in social causes, it would make sense to utilize these complementary characteristics in the design and implementation of campaigns promoting the public good. Numerous public-sector departments and organizations have utilized youth activism in rolling out youth-focused campaigns. For example, the County Health Department in Pinellas County, Florida, worked directly with youths in designing and rolling out a youth violence prevention program in Pinellas County. The high school-aged youth group was trained in basic social-marketing principles and worked with a subcontracted advertising agency and a university researcher to create and test the campaign slogan, logo and tagline. The youth group also developed a six-session curriculum for three middle schools, designed for a team of youth group leaders to instruct in each middle school. As a result of this youth group partnership, middle school students throughout the county now recognize the slogan, and most middle schools have at least one campaign poster (Loomas 2004).

PART III: YOUTH LITTERING | BARRIERS, MOTIVATORS & MARKETING TACTICS

As outlined in Part I, context, or one's physical environment, plays a significant role in both driving and curtailing littering behaviors. Statistical analyses have shown that among youths, 22% of a person's willingness to litter is a result of physical context, while the remaining 78% results from individual preferences (SGA 2009). While context is still a strong factor, more nuanced, less visible factors such as individual preferences play a much larger role in youth littering behaviors. The following section will outline some of the more prominent barriers and motivators associated with individual preferences as they relate to youth littering.

Friend of a Friend: When the Social Norm Is Set by a Peer

Precedents set by a friend or known peer's behavior may be indicative of an especially salient social norm (SGA 2009). In SGA's youth littering study for Keep Los Angeles Beautiful (KLAB), survey results discovered that the most impactful, non-situational factor in determining an individual's likelihood of littering was the littering habits of their friends. Moreover, friends' behaviors with regard to littering were found to be twice as impactful as the littering habits of their parents.

In considering this point, it should also be noted that a social norm is not the same thing as "peer pressure." In the 2007 BASMAA Public Opinion Survey, the least cited cause for appropriate trash disposal behavior was "peer pressure" at 26% of respondents who reported appropriate trash disposal habits (i.e., not littering). The principal difference

between peer pressure and perceived social norms is the concerted participation of separate parties in the attempt to influence certain behaviors—that is, an individual or group of individuals that is actively trying to influence their peer's behavior defines peer pressure. As opposed to a social norm's effects, which are defined as those effects stemming from the perceived behavior of others by the individual. It is important to make this distinction when identifying the social norms acting on the target population, and how to utilize those norms to activate the desired behavior change.

Meaning Well and Doing Bad: The Knowledge-Gap Barrier
Although knowledge does not directly relate to behavior change, a lack of knowledge can certainly be a barrier to adopting the desired behavior. Studies have found that a lack of knowledge or understanding as to how litter is defined acts as a significant barrier to sustainable behavior.

For instance, unsurprisingly, the KLAB study found that the individuals reporting the highest levels of concern for the environment were amongst those found to be least likely to litter (SGA 2009.) As a whole, this group was characterized as essentially being "good kids": less likely to smoke cigarettes, watch less TV and spend more time volunteering. However one area of overlap that these so-called "Green Crusaders" shared with the other litter bug groups was the elevated potential to improperly dispose of bio-degradable items. A potential explanation for this phenomenon is a misunderstanding as to what litter is, and what happens to that particular item once it is improperly disposed of. Plainly, people think that throwing away an apple core into a bush is different than throwing a Styrofoam cup into the bush because an apple will more quickly be broken down and integrated into the natural environment.

Upon further investigation, in fact, less than half of the "Green Crusaders" and less than 40% of other groups could correctly identify what actually happens to litter. Thus, an area of strategic redress in any litter prevention program focusing on youths should educate the target audience on the true fate and environmental impact of litter, especially those "Green Crusaders" who have already exhibited a willingness to curtail the brunt of their littering ways (McKenzie-Mohr 1999).

I've Got Bigger Problems: Mood, Class, Personality, Life, You Name It…
With 97% of respondents reporting that littering was a problem in the BASMAA study, one must conclude that littering is already perceived to be a problem by the vast majority of the general public. This information provides a slight but meaningful course to potential messaging. The goal then should not be to convince the target audience that littering is a problem; rather, that it is a *more important and soluble* problem than they currently perceive.

In establishing a framework that positions sustainable behaviors as "easy" and "convenient", compared to the other responsibilities and woes in their life, it is important to first understand what those factors are for the target population. Thus, the emotional and socio-economic barriers to litter-prevention among teens include:

* *Mood:* Teens who are in a bad mood exhibit an elevated propensity to litter.
* *Employment:* Youths with jobs are less likely to litter than the unemployed.
* *Hurried*: Those in a hurry have an elevated propensity to litter.
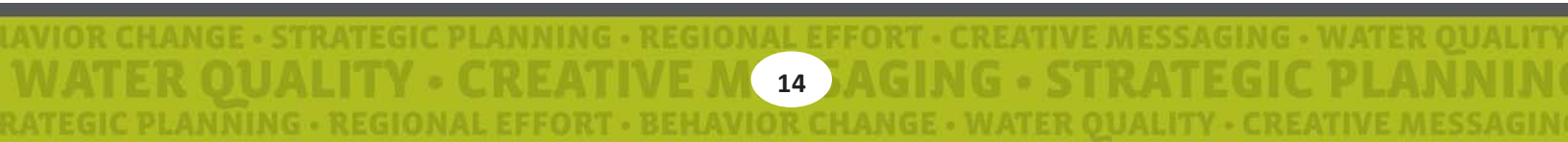
- *Video Games:* Teens who regularly use video games exhibit an elevated propensity to litter.
- *Laziness:* Youths who are "feeling lazy" are more likely to litter (SGA 2009).

Obviously, the practical answer to the questions raised by these findings is not: "Get teens jobs, make them happy, energetic, healthfully busy and off of video games to stop littering." Nor is the answer to resign to a set of data that is to be considered too pervasive, too endemic and altogether true, but useless, information (Heath and Heath, 2010.)

But the answer could be to utilize messaging and outreach to elevate the importance and perceived ease of proper waste-disposal behavior amongst the target audience into a position where it can effectively compete with these barriers.

In the case of video games, precedent has been set by the Dublin City Council 'Anti-Litter' campaign to shift the programmatic perception of video-game play as a barrier to a channel of communication. When viewed as a channel of communication, the Dublin Campaign created a simple video game that was disseminated to its target audience (Brosseau). This tactic underscores a greater strategy: the barriers cited by the target audience can be used to inform messaging and more directly reach that very same audience.

Age Is Just a Number...Or Is It?

In addition to social norms, knowledge, mood and interests, KLAB also found that demographic variables such as age were highly influential in determining youth littering behaviors. Statistical analysis found that those most likely to litter were between 16 and 17 years old. Results also found that littering progressively decreased as age increased, with young adults between the ages of 21 and 24 being the least likely to litter (SGA 2009). Therefore, certain behaviors and attitudes seem to cluster around very specific points along the age continuum. These behaviors then change, quickly and simultaneously, once the teen reaches young adulthood. Framing messages that speak to this pattern (i.e., that littering is "not cool" because it's something that "kids" do) could positively impact littering behaviors.

The only exception to this pattern was that the "Green Crusaders" group was found to be evenly distributed across all age groups. Potentially then, environmental activism should be viewed as unrelated to age.

Keep It Culturally Relevant

Research on consumer behavior has revealed that an individual's personal values, which are defined by their culture, underlie their buying motives. As a result, identifying consumers' personal values contributes to explaining and understanding consumer preferences. Personal values are part of a culture and differ depending on one's cultural background. Therefore, culture-specific values result in specific consumer behavior. It would then follow that if there are differences between the personal values of consumers who are from different cultural backgrounds, this has to be taken into account by differentiating the strategic direction of marketing strategies, which should incorporate culture-specific messaging (Rewerts & Hanf 2006).

These compelling results from the world of consumer marketing can be directly applied to the world of public interest marketing. Thus, if personal values underlie buying behaviors, then they probably motivate other behaviors as well. The importance of aligning the target audience's cultural preferences to the direction of strategic marketing strategies is not a foreign concept to most communications practitioners. Although not a new idea, it is certainly not an easy undertaking.

Perhaps one of the most successful culturally focused marketing campaigns, especially in the field of litter prevention, is the famous "Don't Mess with Texas" campaign. Originally an effort focused on litter prevention, "Don't Mess with Texas" has evolved into a cultural icon, encapsulating the essence of "what it means to be a Texan" (Don't Mess with Texas 2010).

The campaign was first developed in 1985 by the Texas Highway Commission. From the program's survey research, the Commission identified the state's worst offenders and how best to reach them. Unlike other litter-prevention programs, this campaign opted to focus on the audience as opposed to the pollutant. In doing so, messages were crafted so that they spoke to the unique underlying values of Texan society, parceling out exactly what it meant to be a Texan and then touting those qualities through the legendary slogan.

The slogan was paired with iconic Texas celebrities to help spread the message, like Willie Nelson, Lee Ann Womack, Stevie Ray Vaughan, Matthew McConaughey and even Chuck Norris. As a result, the campaign has become more than a public program, and the slogan has become more than a tag line. "Don't Mess With Texas" expresses a way of life. It incites action by activating cultural values; in this case, state pride. As the Texas campaign demonstrates, behavior change is more likely to occur when culture-specific messaging has been incorporated in the strategic direction of a campaign.

PART IV: BARRIERS, MOTIVATORS & MARKETING TACTICS: REVIEW

IDENTIFYING & OVERCOMING BARRIERS	
Barrier	How to Overcome
SOCIAL NORMS that encourage littering such as: *Context:* A littered/disorderly environment prompts others to litter *Peers:* Littering friends increase likelihood of littering	REFRAME THE NORM so that it is more aligned with the desired behavior Utilize the norm of SOCIAL DISAPPROVAL, but DO NOT VILIFY the offenders
FORGETFULNESS: Individuals may engage in passive littering as opposed to active littering; i.e., littering is not the intention; rather the individual forgets to dispose of an item	PROMPTS: Utilize visual cues near the trash receptacle to encourage individuals to remember to dispose of waste
LACK of proper REPOSITORIES	Place ADDITIONAL repositories OR utilize SIGNS to clearly indicate repository locations
Lack of KNOWLEDGE about litter: *Definition* (i.e.,plastics are perceived as litter, but organics may not be) *Fate* (environmental/social consequences)	Identify the most prevalent misconceptions with regard to litter's definition or fate and TARGET MESSAGES to address these specific information gaps

EMOTIONAL STATES: Bad mood Laziness Hurried	These emotional states can make people more **PRONE** to littering	**ELEVATE MOTIVATORS** to demonstrate that litter prevention is more important than fleeting emotional states
The **TEENAGE BRAIN is still UNDER CONSTRUCTION**		**CAPITALIZE ON THE EXTREMES** OF TEENAGE BEHAVIOR (I.E., IDEALISM) TO CREATE SOCIAL CHANGE
AGE greatly influences littering behaviors, even within the small bracket of the target age group		MAKE LITTERING UNAPPEALING BY DEMONSTRATING THAT LITTERING IS SOMETHING THAT **"KIDS"** DO

IDENTIFYING & UTILIZING MOTIVATORS	
Motivator	How to Utilize
SOCIAL NORMS that encourage litter prevention	**ALIGN SOCIAL NORMS** with litter prevention behaviors (i.e., show responsible behavior as the norm and encourage others to follow suit)
Concern for the **ENVIRONMENT** among certain groups within the target audience	Demonstrate through messaging that litter prevention **PROTECTS** environmental integrity
OWNERSHIP: desire to be *involved & engaged* among certain groups	**INVOLVE TARGET AUDIENCE** into program design and/or implementation
The desired behavior resonates with the underlying CULTURAL VALUES of the audience	**Incorporate CULTURE-SPECIFIC MESSAGING in the strategic direction of the campaign**
The desired behavior is perceived as being "COOL"	ALLOW THE CAMPAIGN TO BE **"OWNED"** BY THE TARGET AUDIENCE AND ENCOURAGE THE CONSTANT **CHANGE & EVOLUTION** OF THE MESSAGE AND/OR BRAND
The desired behavior is perceived as being "FUN"	INCLUDE **PLAYFUL, INTERACTIVE** ELEMENTS

HOW TO GET MESSAGES ACROSS
Use **ONLINE PLATFORMS** as a central mechanism to message distribution
SOCIAL NETWORKING, ON- AND OFF-LINE: Empower the audience to become a vehicle of communication through peer-to-peer messaging via social networking sites & word of mouth
GET MOVING, GO MOBILE: Utilize text messaging & mobile advertising to reach the target audience

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II. Litter: Anatomy of a Message

The Source---*Who is the Message From?*

The source of the campaign should have a nonprofit, as opposed to a government-based, look, tone and overall feel. BASMAA should just be seen as the funding arm of the overall campaign, with the actual source being a fast-moving, young and hip nonprofit. That said, even the source itself will essentially "take a back seat" to the brand—where the campaign is the element that is front and center.

The Issue---*What is the Issue We are Promoting?*

For the program, litter[1] is the issue. But for the youth, the environment—and more specifically, marine water quality—is the issue. This audience is not necessarily moved by the thought of litter. However, oceans and the Bay are tangible, and evoke an emotion, which makes this group more apt to care about this issue over abandoned water bottles littering their streets.

The Action---*What is it we are asking them to do?*

The entire "feel" of the campaign should be action-oriented. For this reason, the message needs to be able to just transcend a littered paper cup. Initially, the campaign will ask the target audience to simply not litter. However, this initial commitment will evolve into several other commitments and actions as the campaign progresses. With each singular, targeted action the participant undertakes, the campaign will ask them to take on one more singular targeted action—and then again and again. This singular step-wise approach is so important because, as the literature review demonstrated, people are more apt to adopt one behavior at a time, as opposed to undergoing an entire lifestyle change. For example, the primary action would be "don't litter." Once they are involved, we would follow up with the participant via email/social media, asking them to attend a clean-up event, then to "tell a friend", etc.

The Brand---*What is the Overall, Overarching Identity of the Campaign?*

The brand should appeal to the target audience: it should be cool, fun and kitschy in name, program language/materials, design and aesthetic. The brand slogan should encompass an idea beyond litter, norms and the environment to include the cultural identity of the Bay Area, such as "Keep the Bay Golden", for example. These elements will create a link between the campaign's identity and how it relates to the target audience.

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[1] It is important to note that certain key terms in addition to overall campaign language should be field-tested during the message development phase (while creative designs are being assessmbled for the advertisements). For example, "litter" vs. "trash" as well as "bay" vs. "ocean" should be field-tested to ascertain the target population's understanding of these terms, in addition to identifying the most easily and commonly comprehensible terminology to express these ideas.

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The brand should ultimately convey a call to action and appeal to the youth's concern with fitting in and being part of a norm, while also playing off of their drive to feel empowered—as though their actions are making a real impact on the world around them.

THE FACE---*Who/what will be the "face" or the Ambassador of the campaign?*

The outward faces of the campaign, or the message ambassador, are the youths themselves. The face should show the public that this campaign is created for youth, by youth.

 The "face" is distinguished from the "brand" such that the face comprises only one facet of the larger campaign identity.

THE ANGLE---*How Will the Campaign Be Presented?*

The angle, or how the campaign is presented to the target audience, will be differentiated by each sub-group of the larger target population. This campaign is comprised of two basic audiences: the Green Crusaders, and then everyone else between the ages of 16 and 24. For the Green Crusaders, the angle will center on ocean water quality. However, ocean water quality is a monumental topic, so focusing on a specific aspect of water quality would probably be more effective. To that end, when targeting Green Crusaders, the campaign could focus on the health of a singular, iconic Bay Area marine animal, such as the sea lion. By focusing on the sea lion, the issue now has a face—it is a living, breathing thing as opposed to an ugly intangible, such as discarded trash.

For everyone else in this age group (including the general advertising campaign), they are more likely to respond to social norms as opposed to environmental concerns, as demonstrated in the literature review. So for this target audience, the angle will be focused around two norms: (1) that littering is "something that kids do", and (2) that everyone else is picking up after themselves. As demonstrated by the literature review, this group above all others is most persuaded by the actions and social norms set by their peers. Moreover, as young adults, this group is also eager to rid themselves of stereotypes and behaviors that are seen as "childish".

KEEPING IT RELEVANT---*How Will the Campaign Maintain a Connection with the Target Audience?*

To maintain a connection with the target audience, the campaign should develop a "youth panel" that provides feedback on the campaigns, while also taking ownership over its direction. Relevance could also be maintained by partnering with highly youth-trafficked and credible establishments, such as local boutiques and nonprofits.

III. FIVE-YEAR LITTER MARKETING STRATEGY

1. COMMUNICATIONS STRATEGY GOALS & OBJECTIVES: AN AERIAL VIEW
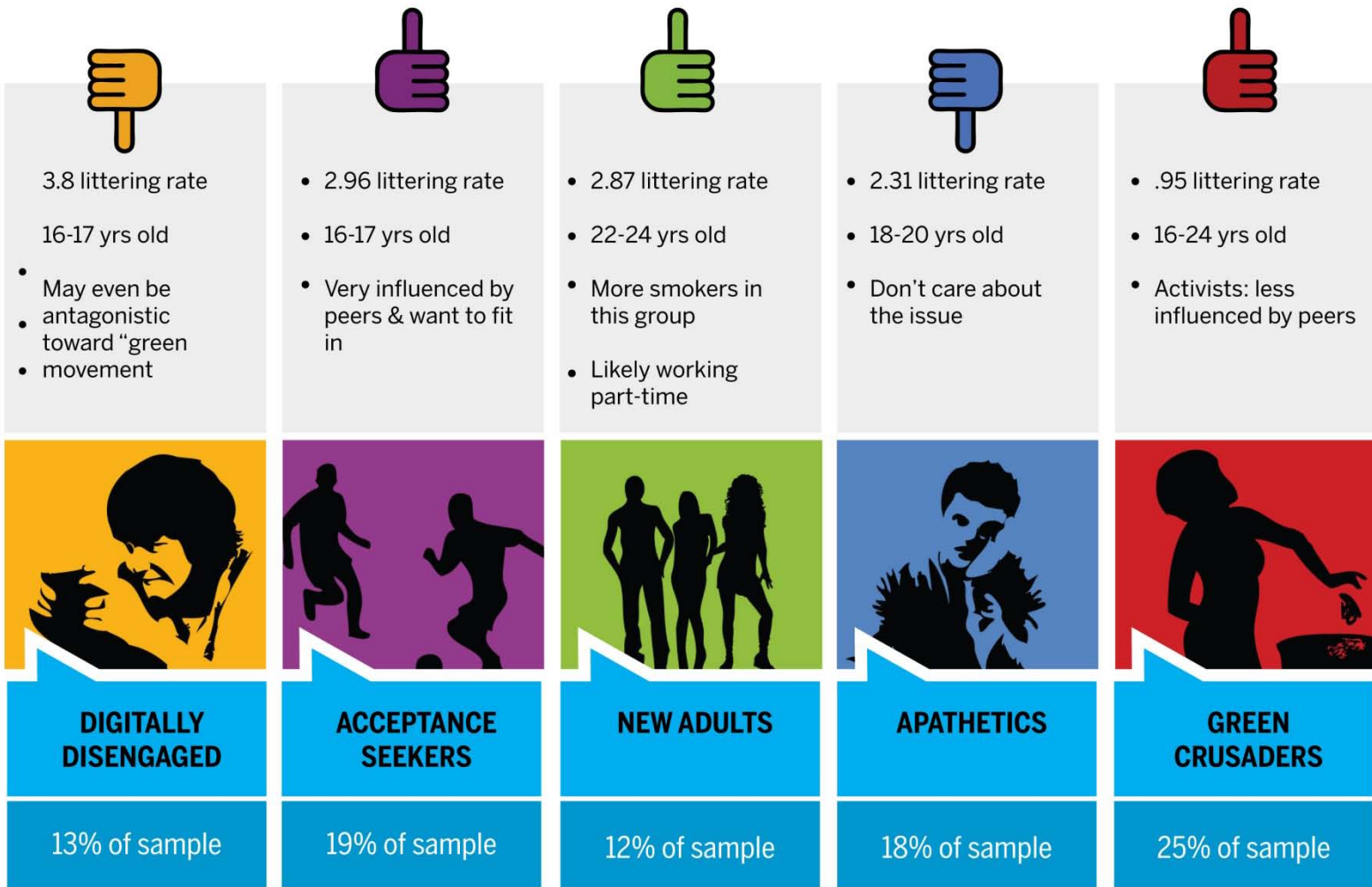
The overarching goal of the following advertising campaign strategy is to encourage the target population to curb and eventually eliminate their littering behaviors. In promoting this behavior change, the campaign will apply a series of strategies to encourage the viral spread of anti-littering messages through peer-to-peer networks of communication. This grassroots approach will seek to incite action among the target youth audience, allowing for engagement and empowerment in the peer-to-peer distribution of campaign messages. By promoting these specific, action-oriented messages, the campaign will be better equipped to successfully mold the behaviors of the target population by attempting to influence the social norm.

2. Hi, My Name Is…Identifying & Tracking Your Audience

Targeting messages to specific audience groups helps conserve finite program resources by focusing efforts on those groups who engage in the target behavior most frequently (i.e., youth littering behaviors). By refining marketing efforts and messages to a well-defined subset of the larger population, the program will be able to target resources more efficiently, while also strengthening the impact of the message through this tailored approach.

The target audience for this campaign is comprised of youths aged 16-24, residing in the eight Bay Area Counties participating in BASMAA. Utilizing SGA's 2009 Keep Los Angeles Beautiful Youth Litter Study, we have further refined this general audience into five unique sub-populations, each distinct in their respective attitudes, beliefs, general characteristics and propensity to littering. These sub-groups comprising the larger youth population include: Apathetics, Digitally Disengaged, Acceptance Seekers New Adults and Green Crusaders.

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DIGITALLY DISENGAGED	ACCEPTANCE SEEKERS	NEW ADULTS	APATHETICS	GREEN CRUSADERS
3.8 littering rate	• 2.96 littering rate	• 2.87 littering rate	• 2.31 littering rate	• .95 littering rate
16-17 yrs old	• 16-17 yrs old	• 22-24 yrs old	• 18-20 yrs old	• 16-24 yrs old
• May even be antagonistic toward "green movement	• Very influenced by peers & want to fit in	• More smokers in this group	• Don't care about the issue	• Activists: less influenced by peers
		• Likely working part-time		
13% of sample	19% of sample	12% of sample	18% of sample	25% of sample

2009 KEEP LA BEAUTIFUL YOUTH LITTER STUDY

Figure 1:
Note that the "thumbs up" symbol represents audience sub-groups that the campaign will focus on reaching directly, while the "thumbs down" symbol represents audience groups that the program will not specifically reach out to, but will be affected through indirect interactions with the target audience groups.

As illustrated by the image above, each group differs in terms of their propensity to litter, as well as their propensity to adopt more sustainable behaviors. For example, the Digitally Disengaged and Apathetics are not only most likely to litter, but they are also least likely to care about the negative effects associated with littering and to engage in positive changes. As a result of this finding, this campaign will not seek to engage these extremely hard-to-reach groups directly, and will instead focus energies on the other three subpopulations most likely to change and also use them as a catalyst for reaching the other two. Therefore, the target populations for this campaign include the Green Crusaders, New Adults and Acceptance Seekers. Collectively, these three groups account

for 56% of the youth population. As defined by the 2009 Youth Litter Study, these audience groups are defined according to the following characteristics.

Target Sub-Population 1

Green Crusaders: These youths, which are found across all age groups between the ages of 16 and 24, are the least likely to litter. They are high in environmental concern, they are likely to feel guilty for littering, and they report that their friends do not litter. They are less likely to smoke cigarettes, watch less TV, spend more time volunteering, less time in organized sports, less time playing video games, and are less likely to attend church. They are also generally knowledgeable about what happens to litter on the ground. *Green Crusaders* widely perceive fewer reasons for not properly disposing, and they are willing to overcome greater barriers to avoid littering. In general, they are less influenced by perceptions of peers and more motivated to act on their personal convictions. They are already invested in the environmental issue and are likely to be invested in other types of activities as shown by their propensity for volunteering. It is important to note that this group is not completely void of any littering behavior; however their propensity to litter is far less than that of other groups.

Target Sub-Population 2

New Adults: These young adults are working and not currently attending school. They are typically over 18, have a higher probability of smoking (55%), spend fewer hours in sports, fewer hours watching TV, fewer hours playing video games, and are less likely to attend church. They are less knowledgeable about what happens to litter on the ground. Since this group is older than the average college age and more likely to work, it is assumed that they are becoming part of the adult workforce, having a different role in society than they did when younger. Because of their working status, they may perceive themselves as increasingly more a part of this society that the *Digitally Disengaged* find themselves rebelling against.

Target Sub-Population 3

Acceptance Seekers: These youth are still typically in high school and may be termed the 'over-achievers' who care about their academic performance, and are involved in sports and other organized activities. They are less likely to smoke, more likely to volunteer, less likely to work, and more likely to attend church. They are less knowledgeable about what happens to litter on the ground. They are strongly influenced by their parents and their peers, and are likely to be swayed by their actions. Since they are highly influenced by their social networks, we can assume that they want to fit in, and they seek acceptance among these groups. Environmental concern is not high on their scale of things that they care about.
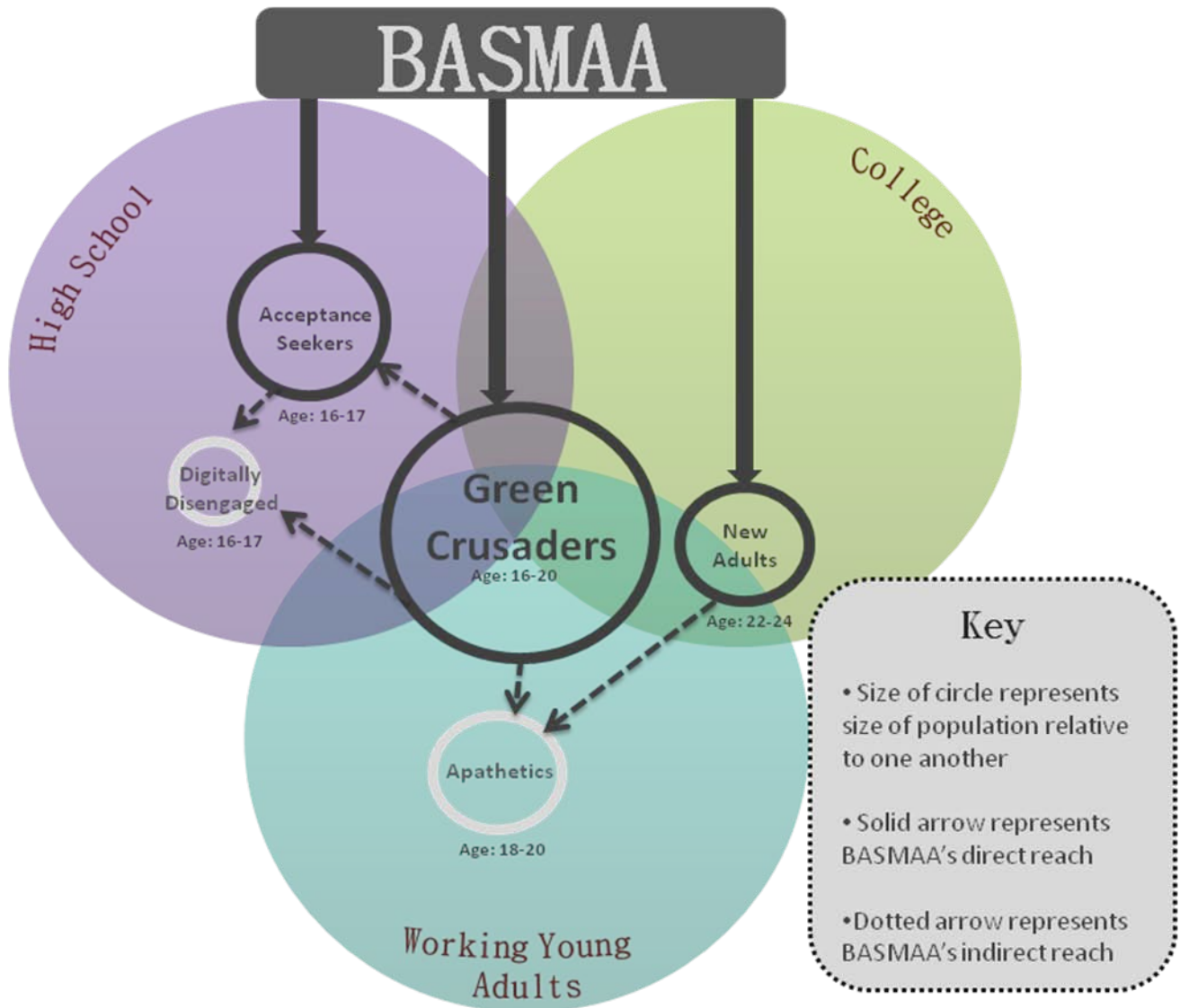
As the plan below will describe, the campaign will demand a tremendous amount of interaction between the program and these three youth populations. Offering this opportunity for engagement provides a cost-effective means for increased participation on the part of the audience members, in addition to an increased opportunity for directly tracking campaign progress on the part of the program.

To track this participation and maintain engagement, the program is advised to build a database that would include the participant's name, mailing address, email address and the way the participant first came into contact with the program (e.g., an outreach event, program website, through a friend, etc.). In addition to general contact information, each database should also describe to what extent each participant has been involved in the project (e.g., signed up for Facebook page, entered viral video contest, etc.). The database should then record a follow-up action that should be taken for each participant (e.g., send email invitation to participate in a clean-up, respond to a Facebook wall post, etc.) to automate and streamline interactions and as a way of asking for an increased number of commitments.

> **LEVERAGING EXISTING RESOURCES**
>
> Start the database by collecting emails and names from all of the contacts that have been made through the existing County efforts such as the annual Coastal Clean Up events that the Counties host.

3. TO THE POINT: KEY CAMPAIGN MESSAGES

3.1 Overall Messaging Strategy

As mentioned earlier, the overall goal is to deliver a set of targeted messages that not only increase the audience's awareness of the issue, but that actively reduce their littering frequency. This approach is characterized by Community-Based Social Marketing's (CBSM) stepwise process for behavior change, as described in the literature review:

Phase 1. **Raising Awareness (*General Advertising Campaign*):** The campaign will begin with raising awareness of the newly launched youth-focused campaign. Targeted advertising will encourage viewers to visit a website or enter a contest.

Phase 2. **Produce Engagement:** The ultimate goal of the advertising campaign will be to involve the youth into the program, either by joining a Facebook page, entering our contest, playing our quiz, etc. This is where the program will have the opportunity to get the youth involved in the program (e.g., by obtaining their email address, Facebook sign-up, etc) in order to continue sending the participant information throughout the life of the campaign.

Phase 3. **Change Behaviors:** To move the audience along the behavior change continuum, the campaign will develop a feedback mechanism facilitated by electronic platforms such as email marketing and social networking sites to continue to encourage participants to engage in increasingly more difficult behavior changes.

Phase 4. **Maintain Engagement:** To maintain the engagement and behavior change that has been achieved, the campaign will continue to utilize the feedback and engagement tracking mechanisms to automate interactions with the target audience.

3.2 Specific Messaging Strategy

Throughout each phase of the campaign, messages will be action-oriented and will mirror the behavior-change continuum of awareness to engagement to behavior change. As mentioned above, the general advertising campaign messages will only focus on the first two steps of the continuum—raising awareness and producing engagement. For example, to increase awareness, the campaign would convey that negatively impacting the Bay by littering is frowned upon by your peers (i.e., not the norm). The second engagement phase of the campaign would then ask teens to join the movement. In moving along this behavior-change continuum, the campaign's messages and specific steps may include those described below.

Phase 1. **Getting Their Attention:** As mentioned above, the campaign will begin with raising awareness regarding how to get involved in the campaign.

- For the general advertisements, we suggest using social norms as the primary motivator in encouraging behavior change. For these groups, the angle will be focused around two norms: (1) that littering is "something that kids do", and (2) that everyone else is picking up after themselves.

- For the more targeted one-on-one outreach (e.g., BASMAA youth panel), the angle will center on a specific aspect of water quality, given the size and scope of water quality in general. To that end, campaign messages will focus on the health of a singular, iconic Bay Area marine animal, such as the sea lion. By focusing on the sea lion, the issue now has a face—it is a living, breathing thing, as opposed to an ugly intangible, such as discarded trash.

Phase 2. **A Call to Action Is Issued:** In addition to the overarching campaign message, a call to action would also be issued to encourage teens to "join the movement" by, for example: signing up for the program's Facebook page, email list, text-messaging campaign, enter a raffle, play an online game, etc. In order to generate the most interest, this initial call to action should ideally be associated with a "cool" prize or giveaway. It would be in BASMAA's best interest to secure a private partner (see 4.3.4) in order to allow for a prize that would be of interest to the youth. See Figure 4 and 5 as an example of campaigns that either secured or are led by the private sector, Clear Channel and Mc Donald's, respectively. For BASMAA, promotions could resemble a year's worth of tickets to the Giants' games.
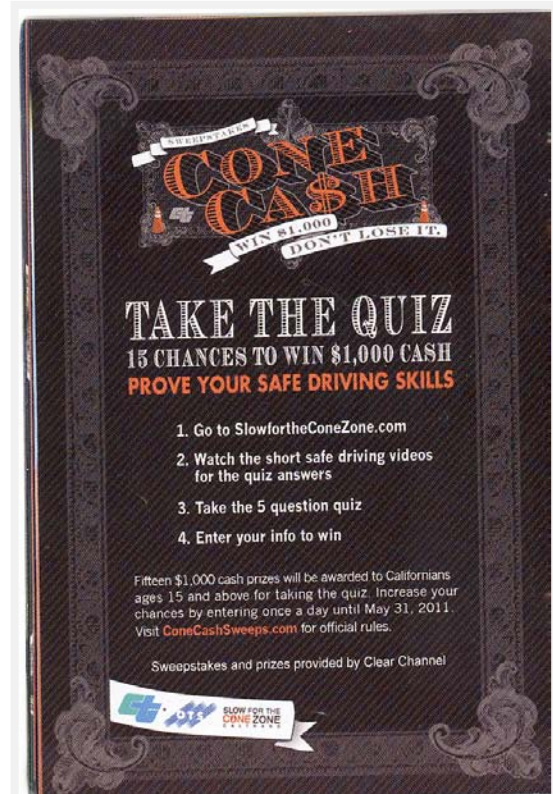

Figure 4
This Caltrans advertisement issues their call to action by encouraging youth to take a quiz for a chance to win a prize, while raising awareness about safe driving in the process. Strategically placed in a concert booklet with an edgy design, this call to action piques the interest of their target audience.

BEHAVIOR CHANGE • STRATEGIC PLANNING • REGIONAL EFFORT • CREATIVE MESSAGING • WATER QUALITY • WATER QUALITY • CREATIVE MESSAGING • STRATEGIC PLANNING • STRATEGIC PLANNING • REGIONAL EFFORT • BEHAVIOR CHANGE • WATER QUALITY • CREATIVE MESSAGING

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Phase 3. <u>Recipients Respond to the Call:</u> Viewers of the campaign would then respond to the call to action by taking a pledge to reduce their littering behaviors (for example, "I take the pledge against littering" or "I take the pledge to pick up one piece of litter a day"). In taking the pledge, participants would be required to submit a form that includes their basic contact information (e.g., email address). The program would then use this information to increase, maintain and track their engagement throughout the life of the campaign.
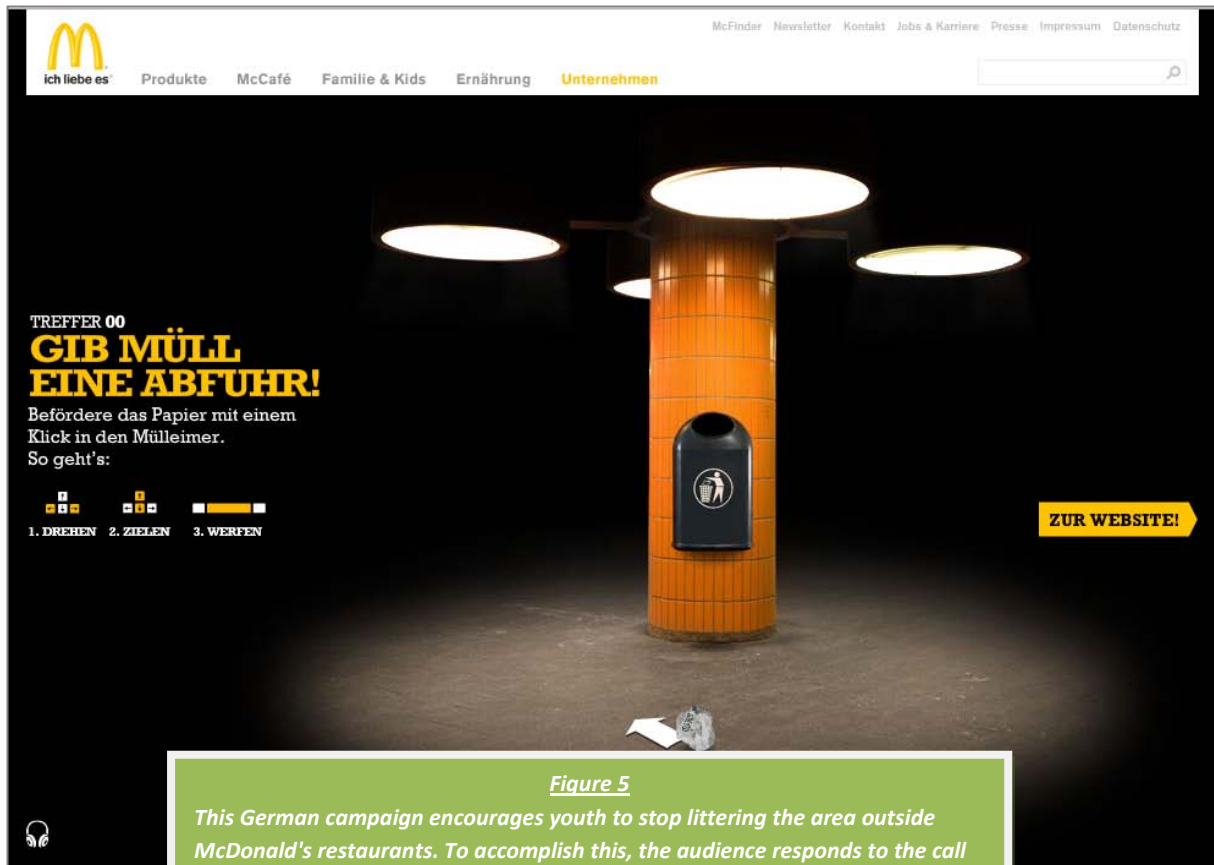
Figure 5
This German campaign encourages youth to stop littering the area outside McDonald's restaurants. To accomplish this, the audience responds to the call by slipping into the role of tricky street kickers. They could map their own face into the video and kick the trash in the bin to win tickets for the Fifa World Cup

Phase 4. <u>Feedback Is Provided:</u> After taking the pledge, the program would follow up with the participant with the information collected in Phase 3 to reinforce their positive behavior. For example, the program could send an electronic "I Took the Pledge" certificate that participants could plug in to their Facebook pages by copying and pasting a strip of HTML code onto their walls.

Phase 5. <u>Recipients Are Asked to Do More:</u> At this phase, the program would gradually expand the participant's level of commitment by continually requesting that they take on increasingly more involved litter reduction habits. In increasing order of commitment, these requests could include:

- Pick up one piece of litter a day
- Participate in contests (e.g., found art contest)

- Participate in a clean-up or organize your own clean-up
- Participate in the BASMAA youth advisory board
- Participate in the program's Speaker's Bureau

4. BUILDING A MOVEMENT FROM THE GRASSROOTS: DISTRIBUTION MECHANISMS

4.1 The 800-Pound Guerilla: Harnessing the Power of Guerilla Marketing

The centerpiece of BASMAA's youth anti-littering campaign will be the application of a number of nontraditional word-of-mouth guerilla marketing techniques. As a result of the approach's viral, word-of-mouth promotional basis and creative as opposed to expensive advertising strategies, guerilla marketing is an extremely cost-effective mechanism to reach specific target audiences. Depending on project budget, the campaign could develop and engage in a number of guerilla marketing strategies, such as:

1. <u>Branded Promotional Products:</u> To act as an incentive to engagement as well as an effective marketing mechanism, the program could develop branded promotional products by simply repurposing paid advertisement messaging and graphics. For example, the program could develop posters for college dorm rooms, tote bags for schoolbooks or beach bags.

Figure 6
Panadol wants to be your druge of choice when you have a headache, so they developed a series of excruciating ad bags to bring that fact to your attention. The full effect is realized when you either grab the bag by the grips or swing it by its strings. These kinds of branded promotional items get the message across, while increasing interest in what's being promoted.

HAVIOR CHANGE • STRATEGIC PLANNING • REGIONAL EFFORT • CREATIVE MESSAGING • WATER QUALITY
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2. **'Fun Factor' Public Happenings**: The program could also garner attention and disseminate campaign messages through the development and staging of fun and creative installations or happenings in unexpected public locations. For example, an "endless" trash bin could be installed in high-traffic youth zones such as malls, movie theaters and college campuses (see page 12 of Literature Review for further description of the "endless" bin). Likewise, the program could also develop unusual installations to bring increased awareness to the issue. For example, the campaign could work with local artists to create a "trash sculpture", representing the number of tons of trash released into the bay every week, month or year. These "happenings" also offer interesting material to shoot and edit into videos for the program's "viral video" efforts.
3. **Interactive Online Platforms:** To produce direct engagement with the target audience, the program could utilize interactive online social-marketing platforms that allow teens to not only be the content consumers, but the content producers. This type of content-producing engagement could be facilitated by a series of contests targeting youths. For example, the program could create a "clean street contest" where the community would be tasked to take a picture of a clean street and submit it electronically. Then on a regular basis, every week or every month, the best photo would be selected and featured on the website homepage and Facebook page. In addition to this public recognition, each winner would also receive one of the program's promotional products. As a result of this type of contest, not only are youths engaging in the program, but they are also producing content to feed online platforms.

4.2 The Social Network: Staying Connected with Electronic Media

Today's teens are highly connected to their social networks, seek engagement and actively build and contribute to their growing on- and off-line communities. The campaign will therefore seek to leverage this connection to and valuation of social networks to create "viral vehicles" of communication through peer-to-peer messaging across a variety of the platforms. Not only are youths more likely to respond positively to outreach provided by other youths (than to that which is provided by other parties), but the capacity for a "viral" campaign exists within a program that actively seeks out peer-to-peer tactics. Additionally, this type of viral online campaign will also produce a tremendous return on investment regarding the scope of its reach.

The use of electronic communication and social media will also allow the program to regularly spread program messages on a continuous basis. Frequent message saturation and easy online access to participants will allow the program to ask for increasingly more involved levels of commitment and engagement. As a result of the interactive nature of online outreach, all other program components (paid advertising, in-person outreach, guerilla marketing, etc.) will be coupled with an opportunity for the audience member, if they are interested, to become further involved with the program online. In developing this e-engagement program, SGA recommends taking the following step-wise approach. The goal of the strategy described below is to first build off simple actions to grow into more complex efforts as the online movement gains momentum.

1. **Building a Program Hub (Website):** A campaign website should be developed to act as the "program hub", housing all relevant information, messages and ways to get further involved in the program. The site should remain consistent with the messages and branding of all advertisements and

collateral material produced. As the program hub, it should connect users to other online campaign components such as the Facebook page, YouTube Channel and blog. To increase exposure, the page should also cross-link with relevant organizations to attract additional user traffic.

2.   <u>All a Buzz with New Media (Social Networking):</u> While developing a website presence, the program should also start a Twitter and/or Facebook page to allow for a more continuous dispersal of program information and increased opportunity for audience engagement.

3.   <u>Virtual Soap Box (Blog):</u> After developing the website and social networking tools, the program should start a blog where messages can be coupled with more extensive write-ups and user-generated content. Blogs also allow for the opportunity to reach out to audience members beyond those currently connected with the program, as their infrastructure includes the built-in capacity to push forward campaign messages through their viral network of readers and content-producers.

Figure 7
The Extraordinaries are a San Francisco-based group whose mission is to get people to volunteer whenever it's convenient. Mixing social media technology with cell phone accessibility, All the volunteer needs is The Extraordinaries' free iPhone app to get involved.

4. <u>In the Loop (e-Newsletters):</u> To quickly and efficiently foster youth involvement, BASMAA should develop an e-Newsletter that would be sent to individuals who provided their email address at community events or signed up for the Facebook page, for example. Email tends to be a less-popular medium among youth, compared to social networks like Facebook or Twitter. For that reason, we recommend using the email list as the secondary mode of communication with this audience for information that is most conducive to this medium (e.g., clean-up tool kit, BASMAA youth panel application form).
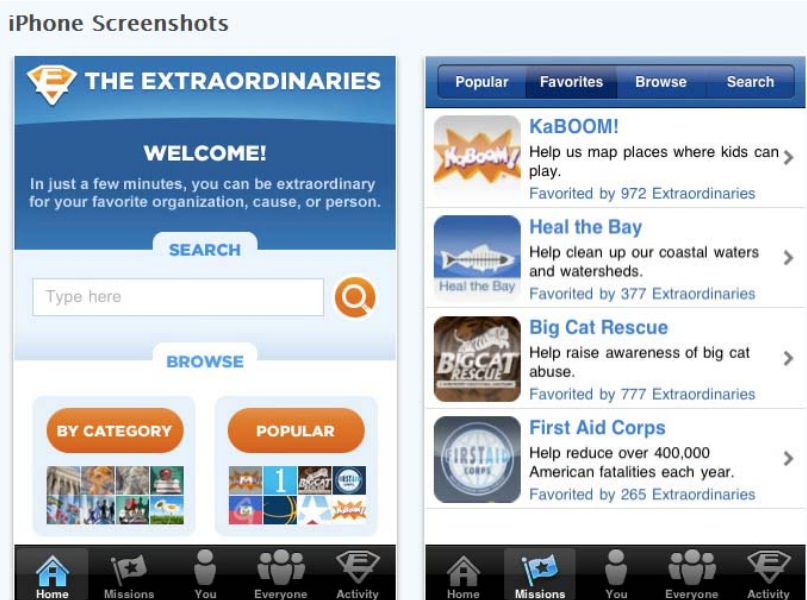
5. <u>Not Your Average Text (Text Messaging):</u> Given the amazing prevalence of cell phone usage among teens, text messaging has become a vital vehicle of communication. The program should capitalize on this opportunity by creating a simple SMS text-message campaign, where participants on the distribution list would receive periodic texts notifying them of important program happenings
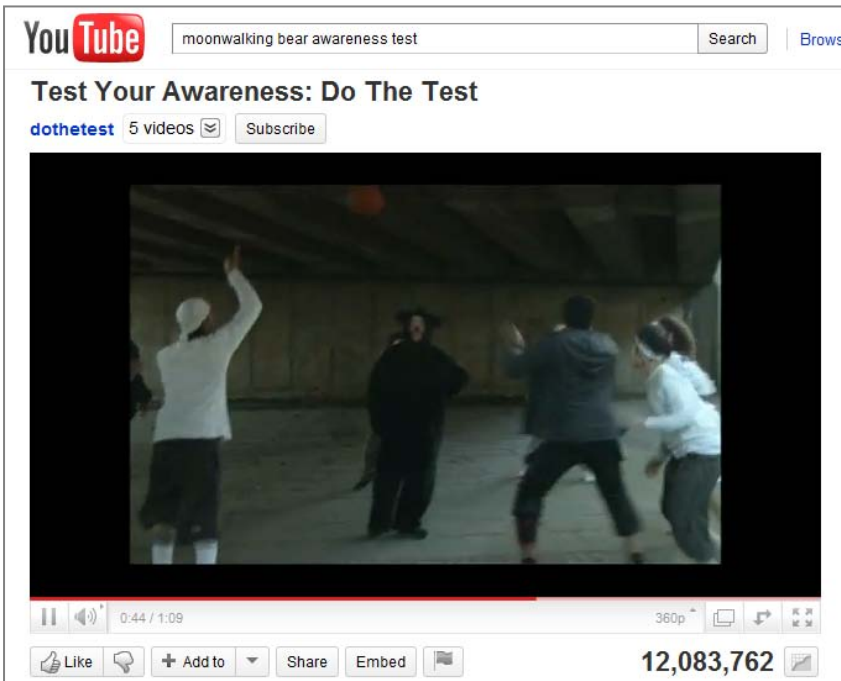
and time-sensitive events, or we recommend that the program plug into or create systems that allow youth to easily volunteer in their community.

6. **The Inner Spielberg in All of Us (YouTube/Viral Videos):** After building out a basic social networking framework, the program should then move to the development of a program YouTube Channel. BASMAA will need to create an online video strategy that positions its YouTube channel as its primary vehicle for video advertisements, thereby replacing costly television ads. The "YouTube ads" will be made up of videos that are edgy and engaging in the hopes of making them go viral, thereby activating the peer-to-peer information sharing and giving the program added credibility. The YouTube channel will also allow the program to quickly and easily post videos captured at outreach events and beach clean-ups.

7. **You've Gotta Give a Little, to Get a Little (Strategic Online Partnerships):** In building the campaign's credibility among the youth audience and growing its e-community to disseminate messages, the program should seek to develop a broad coalition of online support. To accomplish this, the program should identify related blogs, Facebook and Twitter pages, websites and YouTube channels, and regularly provide comments, respond to posts, provide expertise and/or share relevant articles. Collectively, these efforts will feed the larger effort by providing a mechanism for program messages to reach the wider audience and grow credibility through this cost-efficient "word of mouth" capacity.

4.3 Strategic Partnerships

Developing strong relationships with local community groups, businesses and organizations will be important in the successful execution of the campaign. To effectively reach and influence youth populations, the program should seek stakeholder input and assistance across a number of key objectives, including: (1) refining program messages, (2) identifying message distribution channels, and (3) leveraging their own networks to distribute messages. In addition to providing insights, partnering with trusted local organizations and businesses also offers a number of built-in channels to engage the target audience, build off partner networks and develop trust and legitimacy in the youth community. In seeking out potential partners, the program should develop a central list identifying these key organizations, which would be added to the

aforementioned contact database of program participants. Potential partners that will likely appeal to the relevant interests of the youth audience include:

1. <u>Established Youth Groups:</u> Reaching out to existing, well-established groups, comprised of and targeted to youth populations, would be the first set of organizations that the program should reach out to. As the low-hanging fruit, these groups would offer unparalleled exposure to the target audience, providing comprehensive networks through which messages could be distributed. In addition to being youth-centric to provide access to younger populations, each organization should also focus on interests relevant to the campaign, occupying the spaces where Acceptance Seekers, Young Adults and Green Crusaders may inhabit. These spaces might be organizations with a community or service focus, environmental groups and youth empowerment centers. More specifically:
   - High-school community service clubs
   - Local surfing teams
   - Youth-oriented outdoor adventure clubs
   - Youth empowerment centers and organizations, such as:
     - Oakland Youth Empowerment Center (http://www.youthec.org)
     - Santa Clara Valley Water District Youth Commission (www.valleywater.org/Newsletter/October2010/YouthProgram.aspx)
     - Alameda County & Berkeley's Mobilize project (www.mobilize.org)
     - Santa Clara County and Mountain View's Global Youth Connect (www.globalyouthconnect.org)
     - Bay Area's Alliance for Climate Education (www.acespace.org)

2. <u>BASMAA "Youth Panel":</u> The program is also advised to develop a Youth Advisory Panel to engage the target audience, build off panel member networks, foster trust and legitimacy in the youth community, and provide insight on BASMAA with regard to program messaging and distribution tactics. Participation in the panel would be positioned as a volunteer opportunity when presenting the idea to youths and school districts. To get the panel off the ground, the program may need to conduct several school presentations to recruit candidates, accompanied by an application. Ultimately, the panel would consist of a diverse group of representatives from high schools across the various Counties. Long-term plans for the panel includes projects that are initiated by BASMAA and then disseminated through the various areas by panel members (e.g., start a conservation group at your school, adopt a sea lion program, install a rain garden on your campus, etc).

3. <u>Schools, Universities and Educators:</u> Figurative "youth beehives," places of education are natural partners for the program to engage in reaching the target population. Reaching out to area high schools will be a necessary step in recruiting potential "Youth Panel" members, in addition to reaching established college and high school clubs and organizations. Beyond reaching individual students or key organizations, local high schools and universities should be viewed as strategic partners in spreading BASMAA's anti-litter message. In developing these strategic partnerships, the program should establish relationships with educators at high schools and institutions of higher learning. Through these partnerships, teachers and professors would act as conduits in reaching the target youth population.

> **LEVERAGING EXISTING RESOURCES**
>
> **Working off Santa Clara's Zero Litter Initiative could be a great way for the program to build exposure, while also factoring into wider policy issues.**

4. <u>Conservation Groups:</u> In seeking out partnerships with environmental organizations, it is also important to ensure that these groups are involved or are at least seen as credible within the target youth audience. A sample list of potential organizations include:
   - Sierra Club
   - Save the Bay
   - Surfrider Foundation
   - San Francisco Estuary Partnership (www.sfestuary.org)
   - North Bay Watershed Association (www.nbwatershed.org)
5. <u>Commercial Business Partners:</u> Partnering with highly youth-trafficked local businesses would build exposure, credibility and leveraged resources. For example, developing partnerships with businesses may allow the program to request donations from them to be used as incentive prizes during contests. Some of the businesses (e.g., small music venues, coffee shops) may also post program posters and materials where their patrons could see them. Potential business types include:

> **LEVERAGING EXISTING RESOURCES**
>
> **The program could leverage existing strategic partnerships with businesses already participating in the Watershed Watch Discount Card.**

   - Independently owned clothing boutiques and vintage stores located in areas with a high volume of foot traffic within the 16-24 age bracket
   - Fast-casual restaurants and juice bars, particularly eco-conscious institutions
   - Coffee shops and tea houses
   - Small music venues
   - Professional sports teams

4.4 Community Events

Community events offer a unique opportunity for the program to directly engage with the target audience and qualitatively assess how campaign messages are being received. Community events also offer a significant opportunity to collect critical contact information to feed the larger social-media effort. Mirroring the strategy used to identify potential partners when selecting community events, the program should target those catering to the interests of the target population, which include:

> **LEVERAGING EXISTING RESOURCES**
>
> **Litter campaign messages and materials could also find their way into environmental events and fairs that various counties are already staffing as per the NPDES permit.**

1. <u>Conservation, Water Quality and Environmental Events:</u> Potential events might include the Berkeley Earth Day Celebration, which has been widely popular for over 40 years (www.bayareaearthday.org/berkeleyearthday/index.html) or the Bay Area Environmental Education Resource Fair (www.baeerfair.org/).

2. <u>Youth-Focused Events:</u> Like environmental fairs, there are a number of youth-focused events to choose from in the Bay Area. A few examples include the iconic, 100-year running Bay to Breakers (http://baytobreakers.com/), as well as San Francisco's famous Lovefest Parade (www.sflovevolution.org/home.php).

4.5 Paid Advertising

The use of traditional paid advertising should be limited to highly targeted outlets that ensure the eyes and ears of our target population. These venues include:

1. **Niche Outlets:** Print advertisements should be limited to targeted, niche publications that boast high rates in youth readership and inexpensive ad placements, such as San Francisco Weekly and high school and college newspapers, yearbooks, concert programs/booklets.

2. **Online Ads:** Since the majority of teens consume the majority of their information online, a large percentage of ads should be placed in highly youth-trafficked sites such as Facebook and sparknotes.com. Online advertisements should also be placed in spaces that are near in both location and frame of mind to the desired behavior. For example, the program could create online placements that appear during Google searches, using specific search terms like: "beach clean-ups" and "Bay Area".
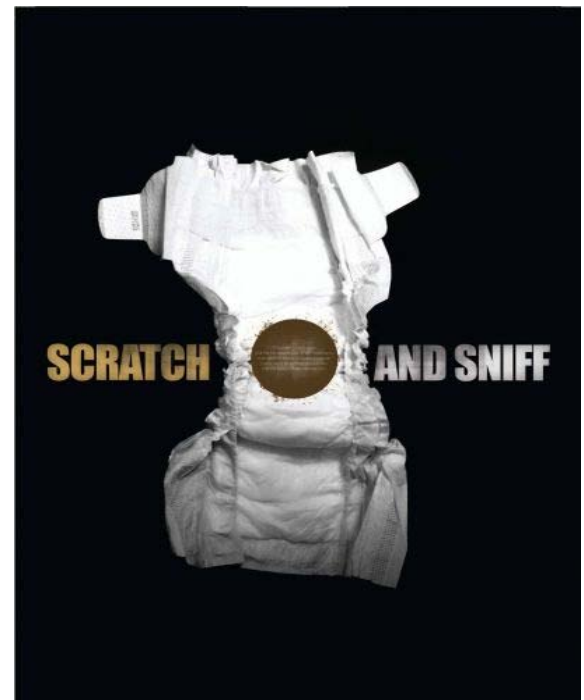
3. **Outdoor Ads**: Ads could also be placed in targeted youth-populated outdoor locations, such as pro-bono bus shelters placements, beach and city trash bins, and park benches. Outdoor ads should be used sparingly to supplement the rest of the advertising campaign. Layouts should be direct and edgy in order to capture the audience's attention.

4. **Guerilla Ads:** To increase program exposure and engagement, the campaign could develop a series of innovative ads placed in unexpected locations. For example, the program could place advertisements in bathroom stalls at relevant locations such as music venues, coffee shops, parks and bars. To make the connection between littering and its effect on marine water quality, the program could commission a local artist to create a series of water stencils with appropriate messaging around storm drains throughout the region.

Figure 10:
Water stencils don't only provide free ad space in high-traffic areas, but they offer a powerful mechanism to tie the message directly to the location of the target behavior. Producing images related to the effects of littering at the exact locations where littering occurs, such as by storm drains or on the street, acts as a prompt for the individual to think twice before discarding their trash.

4.6 Earned Media

Earned, unpaid media offers a number of opportunities to supplement the larger campaign, and in the case of the electronic media, to drive engagement. Reaching out to targeted media outlets also allows for increased program exposure at little cost. In building the media outreach campaign, the program should engage in the following three-pronged approach:

1. <u>Reach Out to Youth Journalists:</u> Ideally, the campaign should reach a point where the majority of messaging is coming from the youth themselves. Staying aligned with this principle, the program should seek out youth correspondents from major newspapers as well as student journalists in high schools and colleges so that campaign coverage is driven by the audience's peers.
2. <u>Connect with Online Bloggers:</u> Numerous online bloggers have developed enormous credibility and popularity—and occasionally cult status—within their respective communities. To generate program buzz and build legitimacy, the program should connect with prominent bloggers active within the Bay Area youth generation and environmental blogospheres.
3. <u>Organize Press Conferences:</u> To promote areas of note, such as youths creating artistic stenciling of catch basins or significant achievements such as awards, the program should organize press conferences to attain broader media coverage and attention.

> **LEVERAGING EXISTING RESOURCES**
>
> **Media outreach should be in sync with BASMAA's already- existing media relations push.**

5. MAKING THE GRADE: EVALUATION APPROACHES

A Note About Our Approach

At SGA, we've come to rely on the term Outreach:ology to convey the unique way we approach public education. Outreach:ology (i.e., the science behind behavior change) uses a blend of Community-Based Social Marketing (CBSM) and proven tactics from social psychology and persuasion in order to influence the behavior of the target audience. CBSM focuses first on identifying the barriers and motivators of the target audience (see Literature Review, page 4), and then on finding ways to lower the barriers and increase the motivators. Social psychology allows us to use research from prominent leaders in the academic field who have tested and found tactics that work in influencing a person's behavior. By using both social psychology and CBSM as the backbone of the approach, SGA has proposed strategies throughout the plan (e.g., power of commitments, peer-to-peer communication, action-oriented messages, etc) that are all included as a result of their proven success in persuading people to change their behavior. Because these types of strategies have proven success, SGA recommends

monitoring the audience's participation (instead of their awareness) as one of the campaign's primary metrics for success. For example, getting a youth to take an online pledge would be more valuable than finding out that said youth is aware of the difference between storm drains and sewers.

What Numbers Should Be Tracked for Success: Recommended Measures

In order to reflect the strategies proposed in the plan, the table below reflects which outreach tactics should be measured quantitatively. Specifics regarding what goals should be reached (e.g., 50 Facebook followers) will be more clearly articulated in the implementation plan.

CAMPAIGN COMPONENT	EVALUATION METRIC
PAID ADVERTISEMENTS	• *Number of impressions per advertisement*
	• *Number of interactions as a result of advertisement (e.g., if the ad encouraged the viewer to play a game, take a quiz, etc)*
NONTRADITIONAL WORD-OF-MOUTH MARKETING	BRANDED PROMOTIONAL PRODUCTS ▪ *Number distributed* ▪ *Number requested*
	"FUN-FACTOR" PUBLIC HAPPENINGS ▪ *Number of impressions (media coverage, tweets, etc)*
ELECTRONIC MEDIA	SOCIAL NETWORKING (FACEBOOK AND/OR TWITTER) ▪ *Number of "friends" or "fans"* ▪ *Number of interactions (e.g., posts/comments) from target audience*
	WEBSITE ▪ *Number of unique visitors* ▪ *Number of page views*
	BLOGS ▪ *Number of posts by program on external blog sites* ▪ *Number of comments to posts by program on external blog sites*
	E-NEWSLETTER ▪ *Distribution number* ▪ *Open rate* ▪ *Number of article click-throughs*
	VIRAL VIDEOS ▪ *Number of video submissions* ▪ *Number of total views across all videos posted* ▪ *Number of channel subscribers & comments*
	TEXTING CAMPAIGN ▪ *Distribution list*
EARNED MEDIA	• *Online news placements* • *Print news placements*
STRATEGIC PARTNERSHIPS	BASMAA YOUTH PANEL ▪ *Number of members* ▪ *Number of interactions (meetings, events attended, etc)* • *Number of partnerships with related organizations/schools/businesses, etc* • *Dollar amount of total annual donations from local business partners*
COMMUNITY EVENT	• *Number of eNewsletter sign-ups received at events*

Learning from Mishaps and Successes: Monitoring and Adjusting

The most effective outreach plans are those that are able to be malleable and adjust tactics as needed. In terms of the overall strategy, periodic evaluations should be done at least once a year to allow the program to take a step back and assess what's working (and do more of that) and what's not working (and figure out how it can be improved). On a more tactical level, adjustments should be occurring on an ongoing basis. Because a good chunk of the plan focuses on online outreach, this comes with the added benefit of an ongoing evaluation component. Programs like Facebook, eNewsletters, etc., all produce statistics to see which posts are popular and which emails people are opening and not opening. This encourages a continuous stream of automated monitoring that would allow the program to optimize it's rates of online engagement and success by simply giving their users more of what they want.

Pilot testing programs are also a means of assessing effectiveness before they are implemented on a large scale. Pilot testing is best used when conducting "on the ground" outreach programs. That is, programs that involve face-to-face contact like the store outreach being done for the Our Water, Our World program. Because of the geographic area of BASMAA, face-to-face outreach was not included as an integral part of this plan due in part to the budget and the fact that the strategic plan was written to comply with the MRP's advertising requirement. However, for some components of the plan (e.g., Youth Panel), pilot testing is feasible and recommended as a way of seeing what works and what doesn't—before rolling it out on a larger scale.

To Ask or Not to Ask: Self-Reported Surveys

SGA is aware that one of the MRP's requirements is to do a pre- and post- campaign survey before and after the advertising buy. Because we are recommending that BASMAA veer away from traditional paid advertising buys, we are also recommending that this evaluation approach be adjusted accordingly. SGA's concern with self-reported surveys are as follows: (1) They tend to place an emphasis on knowledge and awareness. As we know from CBSM, the idea that knowledge equals behavior change is an erroneous one. Case in point: every smoker knows that smoking cigarettes is bad for their health, but does this stop them from smoking? For this reason, it is amiss to assume that simply because a teen knows that storm water is untreated, that they are going to stop littering; (2) They are self-reported and therefore are limiting in their ability to get candid answers from the participants; and (3) They can be quite expensive for little return. Administering these types of surveys is often costly, and the data that is received is not always actionable or of value to the program.

SGA instead recommends taking the following approach to self-reported surveys: (1) Stay away from focusing on questions related to awareness; (2) Rely primarily on the people collected in the program's outreach database (see page 27) as the means for getting survey data. The people who become part of the program can therefore be tracked and their progress monitored in terms of how successfully they are moving along the road to behavior change. This also minimizes program costs if the surveys are sent out and collected online; and (3) Only collect face-to-face surveys in conjunction with other programs and outreach initiatives the individual cities/counties are already doing as part of MRP compliance. For example, taking surveys to a community event and doing them there. In this way, no added budget is spent in trying to collect survey data.

6. DOWN TO BRASS TACKS: PROJECTED BUDGET

The next step with this strategic plan would be to make it come to life—implementation! Ideally, the implementation phase would include critical decisions such as which specific tactics and level of effort should be expended in the first year, second year, etc. The focus of the first year would be to collect as many program supporters as possible (i.e., Step 1 and Step 2 from *Figure 3*) with the goal of continuing to engage them in subsequent years of the program. For this reason, Year 1 of the campaign would operate more like a traditional advertising campaign in that there will be a good amount of paid ads. As the campaign progresses and goes viral (i.e., peers sharing with peers),paid advertising will cease to be the focal point of the campaign, and the monies being dedicated to it below will instead be used for other tactics highlighted in the plan (e.g., fun factor happenings, viral videos, social media, etc). Specific about the program budget will be outlined in the implementation plan.